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A Scrumbok
mirrors the modern taxonomy of computer science and software engineering as described by the Association for Computing Machinery (ACM) and the IEEE Computer Society (IEEE-CS). Written by established leading experts and influential young researchers, the first volume of this popular handbook examines the elements involved in designing and implementing software, new areas in which computers are being used, and ways to solve computing problems. The book also explores our current understanding of software engineering and its effect on the practice of software development and the education of software professionals. Like the second volume, this first volume describes what occurs in research laboratories, educational institutions, and public and private organizations to advance the effective development and use of computers and computing in today’s world. Research-level survey articles provide deep insights into the computing discipline, enabling readers to understand the principles and practices that drive computing education, research, and development in the twenty-first century.

Implementing Effective It Governance and It Management
A well written and content rich book. From a teacher’s perspective, using this book in an advanced project management seminar challenges students to understand the application of these concepts.” — Alexander Walton, PMP, IT consultant to the University of California at Berkeley
Widely acclaimed as one of the top agile books in its first edition, Project Management the Agile Way has now been updated and redesigned by popular demand. This second edition is in a modular format to facilitate training and advanced course instruction, and provides new coverage of agile, such as hybrid agile methods, the latest public sector practices, and a chapter dedicated to transitioning to agile. It discusses the “grand bargain” between project management and business; the shift in dominance from plans to product and from input to output; and introduces new concepts such as return on benefit. Experienced practitioners and students that want to learn how to make agile work effectively in the enterprise should read this book. Individuals preparing for the PMI Agile Certified Practitioner (PMI-ACP)® examination, and training providers developing courses, will find this second edition quite helpful.

Agile HR
Practical, Proven Tools for Leading and Empowering High-Performing Agile Teams
A leader is like a farmer, who doesn’t grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it’s crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren’t adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In Agile Leadership Toolkit, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams.
Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term. Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels—whether you’re supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Software Project Survival Guide
In all enterprises around the world, the issues, opportunities and challenges of aligning IT more closely with the organization and effectively governing an organizations IT investments, resources, major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management. An integrated and comprehensive approach to the alignment, planning, execution and governance of IT and its resources has become critical to more effectively align, integrate, invest, measure, deploy, service and sustain the strategic and tactical direction and value proposition of IT in support of organizations. Much has been written and documented about the individual components of IT Governance such as strategic planning, demand management, program and project management, IT service management, strategic sourcing and outsourcing, performance management, metrics, compliance and others. Much less has been written about a comprehensive and integrated approach.

Dynamic Business Process Management in the Knowledge Economy
THE DNA OF STRATEGY EXECUTION “In a world where there are more questions than answers every leader will need to learn to dance to a different beat. In this insightful book, Jack Duggal has cracked the DNA of Strategy Execution. Ignore these insights at your own peril.” — Dr. Tony O’Driscoll, Global Head, DukeCE Labs, Duke Corporate Education
Fugwa School of Business, Duke University
DECODE THE DNA OF MANAGEMENT AND STRATEGY EXECUTION IN AN INCREASINGLY TURBULENT WORLD Just as DNA contains the genetic instructions
used in the development and functioning of all living organisms, what if we could decode the elements of management and strategy execution? This insightful book offers new perspectives on age-old management challenges and illuminates better ways to organize and manage in an increasingly DANCE-world (Dynamic. Ambiguous. Non-Linear. Complex. Emergent). It puts the management DNA under the microscope, and shows how to develop, build and transform organizational project management and PMO capabilities essential for effective strategy execution.

Agile 2

User experience (UX) design has traditionally been a deliverables-based practice, with wireframes, site maps, flow diagrams, and mockups. But in today's web-driven reality, orchestrating the entire design from the get-go no longer works. This hands-on book demonstrates Lean UX, a deeply collaborative and cross-functional process that lets you strip away heavy deliverables in favor of building shared understanding with the rest of the product team. Lean UX is the evolution of product design; refined through the real-world experiences of companies large and small, these practices and principles help you maintain daily, continuous engagement with your teammates, rather than work in isolation. This book shows you how to use Lean UX on your own projects. Get a tactical understanding of Lean UX—and how it changes the way teams work together Frame a vision of the problem you're solving and focus your team on the right outcomes Bring the designer's tool kit to the rest of your product team Break down the silos created by job titles and learn to trust your teammates Improve the quality and productivity of your teams, and focus on validated experiences as opposed to deliverables/documents Learn how Lean UX integrates with Agile UX.

The DSDM Agile Project Framework

Who should read this Book? This book is written for anyone who is interested in agility or needs to be agile. It is for those who seek deeper knowledge about what keeps the agile world together. You can read it from the perspective of a top manager or decision maker who feels the urge to be more agile. But you can also take the book and just follow it from the perspective of a user. What do you get? - A systemic picture of agility - to enable you to analyse your project (your team, your department, your company or your business network) and identify fields of agile application and the specific need for agility. - The ingredients of an Agile Mindset - this allows you to transform your organization and develop an agile culture for your organization.

The Project Manager’s Guide to Mastering Agile

Getting Value out of Agile Retrospectives helps you and your teams to do retrospectives effectively and efficiently. It's a toolbox with many exercises for facilitating retrospectives, supported with the "what" and "why" of retrospectives, the business value and benefits that they bring, and advice for introducing and improving retrospectives. If you are a Scrum master, agile coach, project manager, product manager or facilitator then this book helps you to discover and apply new ways to do Valuable Agile Retrospectives with your teams. With plenty of exercises you can develop your own personal Retrospectives Toolbox to become more proficient in doing retrospectives and get more out of them.

Mind Tools for Managers

Applying methodologies of Software Process Improvement (SPI) is an effective way for businesses to remain competitive in the software industry. However, many organizations find implementing software process initiatives challenging. Agile Estimation Techniques and Innovative Approaches to Software Process Improvement reviews current SPI techniques and applications through discussions on current and future trends as well as the presentation of case studies on SPI implementation. Ideal for use by academics, students, and policy-makers, as well as industry professionals and managers, this publication provides a complete overview of current tools and methodologies regarding Software Process Improvement.

Getting Value out of Agile Retrospectives

Introduction to Software Project Management

To stay competitive in today’s market, organizations need to adopt a culture of customer-centric practices that focus on outcomes rather than outputs. Companies that live and die by outputs often fall into the "build trap," cranking out features to meet their schedule rather than the customer’s needs. In this book, Melissa Perri explains how laying the foundation for great product management can help companies solve real customer problems while achieving business goals. By understanding how to communicate and collaborate within a company structure, you can create a product culture that benefits both the business and the customer. You’ll learn product management principles that can be applied to any organization, big or small. In five parts, this book explores: Why organizations ship features rather than cultivate the value those features represent How to set up a product organization that scales How product strategy connects a company's vision and economic outcomes back to the product How to identify and pursue the right opportunities for producing value through an iterative product framework How to build a culture focused on successful outcomes over outputs

Managing the Unmanageable

To support the broadening spectrum of project delivery approaches, PMI is offering A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition as a bundle with its latest, the Agile Practice Guide. The PMBOK® Guide – Sixth Edition now contains detailed information about agile; while the Agile Practice Guide, created in partnership with Agile Alliance®, serves as a bridge to connect waterfall and
agile. Together they are a powerful tool for project managers. The PMBOK® Guide – Sixth Edition – PMI’s flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled Approaches for Agile, Iterative and Adaptive Environments, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the PMI Talent Triangle™ and the essential skills for success in today’s market. Agile Practice Guide has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

PRINCE2™ In Practice

Although software development is one of the most complex activities carried out by man, sound development processes and proper project management can help ensure your software projects are delivered on time and under budget. Providing the know-how to manage software projects effectively, Introduction to Software Project Management supplies an accessible introduction to software project management. The book begins with an overview of the fundamental techniques of project management and the technical aspects of software development. This section supplies the understanding of the techniques required to mitigate uncertainty in projects and better control the complexity of software development projects. The second part illustrates the technical activities of software development in a coherent process—describing how to customize this process to fit a wide range of software development scenarios. Examines project management frameworks and software development standards, including ESA and NASA guidelines, PRINCE2®, and PMBOK® Addresses open source development practices and tools so readers can adopt best practices and get started with tools that are available for free Explains how to tailor the development process to different kinds of products and formalities, including the development of web applications Includes access to additional material for both practitioners and teachers at www.spmbook.com Supplying an analysis of existing development and management frameworks, the book describes how to set up an open-source software development and management framework. Since practitioners must be able to mix traditional and agile techniques effectively, the book covers both and explains how to use traditional techniques for planning and developing software components alongside agile methodologies. It does so in a manner that will help you to foster freedom and creativity in assembling the processes that will best serve your needs.

Agile Practice Guide (Hindi)

Agile Practice Guide – First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

Project Management the Agile Way, Second Edition

A detailed and thorough reference on the discipline and practice of systems engineering The objective of the International Council on Systems Engineering (INCOSE) Systems Engineering Handbook is to describe key process activities performed by systems engineers and other engineering professionals throughout the life cycle of a system. The book covers a wide range of fundamental system concepts that broaden the thinking of the systems engineering practitioner, such as system thinking, system science, life cycle management, specialty engineering, system of systems, and agile and iterative methods. This book also defines the discipline and practice of systems engineering for students and practicing professionals alike, providing an authoritative reference that is acknowledged worldwide. The latest edition of the INCOSE Systems Engineering Handbook: Is consistent with ISO/IEC/IEEE 15288:2015 Systems and software engineering—System life cycle processes and the Guide to the Systems Engineering Body of Knowledge (SEBoK) Has been updated to include the latest concepts of the INCOSE working groups Is the body of knowledge for the INCOSE Certification Process This book is ideal for any engineering professional who has an interest in or needs to apply systems engineering practices. This includes the experienced systems engineer who needs a convenient reference, a product engineer or engineer in another discipline who needs to perform systems engineering, a new systems engineer, or anyone interested in learning more about systems engineering.

Agile Project Management

The revised new edition of the must-read guide for executives—provides comprehensive coverage of topics in corporate governance by leading subject-matter experts The Handbook of Board Governance is the marketing-leading text on public, nonprofit, and private board governance. Providing comprehensive, in-depth coverage, this unique text represents a collaboration of internationally-recognized academics and prominent organization directors, executives, managers, and advisors. Contributors include Ariel Fromer Babcock, Robert Eccles, Alice Korngold, Ellie Mulholland, Michael Useem, Elizabeth Valentine and John Zinkin. Practical, expert guidance enables readers to understand value creation and the strategic role of the board, risk governance and oversight, audit and compensation committee effectiveness, CEO succession planning, and other diverse board duties and responsibilities. Now in its second edition, the Handbook offers substantial updates and revisions reflecting contemporary trends, practices, and developments in board governance. New content includes discussions of pressing issues related to climate change, examination of information technology and cybersecurity challenges, and recent tax legislation that will impact executive compensation. Editor Dr. Richard Leblanc—an award-winning teacher, professor, lawyer, management consultant, and specialist on boards of directors—integrates practical experience and academic rigor to assist readers: Build and strengthen engaged and collaborative leadership in the boardroom Recognize the role and responsibilities of a well-functioning governing board Risk governance, assurance, and the duties of directors Keep pace with new trends in board governance and shareholder responsibility Measure performance and align performance measurement to executive pay Understand information technology governance, sustainability governance, and the different forms of governance Highly relevant to board and committee members regardless of sector or industry, The Handbook of Board Governance, 2nd Edition is an invaluable source of knowledge on all aspects of corporate and organization governance.

The Handbook of Board Governance

In the new world of work, agility is a business imperative. From small tech start-ups or large traditional companies, organizations need to be fast, flexible and digitally empowered to succeed. However, too many companies are stuck with siloed, compliance-driven HR processes that work in opposition to the business rather than supporting it. This results in the view that HR is slow and out of touch. However, Agile HR shows that this
doesn't need to be the case. It is a practical guide written specifically for people professionals on how the HR function can develop agile processes and practices that save time, boost performance and support overall business goals. Covering every aspect of the HR function from people processes, ways of working and HR services to organization design, operating models and HR teams, Agile HR is an essential guide for all HR practitioners wanting to make their HR practices agile and drive business performance but don't know where to start. As well as guidance on how to deal with resistance, manage a backlog and deal with constraints, there is also invaluable guidance on how HR can prioritize effectively and assess which activities to pursue, which to develop, which to rework and which to abandon in order to achieve continuous business improvement. Supported by case studies from organizations who have seen the benefits of an agile approach to HR including Sky Betting & Gaming and MUJI, this is critical reading for all HR professionals in organizations of any size needing to adopt fast, flexible and evolving agile approaches to effectively compete in the new world of work.

**Computing Handbook, Third Edition**

With plenty of ideas, suggestions, and practical cases on software quality, this book will help you to improve the quality of your software and to deliver high-quality products to your users and satisfy the needs of your customers and stakeholders. Many methods for product quality improvement start by investigating the problems, and then work their way back to the point where the problem started. For instance audits and root cause analysis work this way. But what if you could prevent problems from happening, by building an understanding what drives quality, thus enabling to take action before problems actually occur? What Drives Quality explores how quality plays a role in all of the software development activities. It takes a deep dive into quality by listing the relevant factors of development and management activities that drive the quality of software products. It provides a lean approach to quality by analyzing the full development chain from customer requests to delivering products to users. I'm aiming this book at software developers and testers, architects, product owners and managers, agile coaches, Scrum masters, project managers, and operational and senior managers who consider quality to be important. A book on quality should be practical. It should help you, the reader of this book, to improve the quality of your software and deliver better products. It should inspire you and give you energy to persevere on your quality journey. What drives quality tries to do just that, and more. This book is based on my experience as a developer, tester, team leader, project manager, quality manager, process manager, consultant, coach, trainer, and adviser in Agile, Lean, Quality and Continuous Improvement. It takes a deep dive into quality with views from different perspectives and provides ideas, suggestions, practices, and experiences that will help you to improve quality of the products that your organization is delivering. This book views software quality from an engineering, management, and social perspective. It explores the interaction between all involved in delivering high-quality software to users and provides ideas to do it quicker and at lower costs.

**Agile Change Management**

The Professional Product Owner’s Guide to Maximizing Value with Scrum “This book presents a method of communicating our desires, cogently, coherently, and with a minimum of fuss and bother.” —Ken Schwaber, Chairman & Founder, Scrum.org The role of the Product Owner is more crucial than ever. But it is about much more than mechanics: it’s about taking accountability and refocusing on value as the primary objective of all you do. In The Professional Product Owner, two leading experts in successful Scrum product ownership show exactly how to do this. You’ll learn how to identify where value can be found, measure it, and maximize it throughout your entire product lifecycle. Drawing on their combined 40+ years of experience in using agile and Scrum in product management, Don McGrail and Ralph Jocham guide you through all facets of envisioning, emerging, and maturing a product using the Scrum framework. McGrail and Jocham discuss strategy, showing how to connect Vision, Value, and Validation in ROI-focused agile product management. They lay out Scrum best-practices for managing complexity and continuously delivering value, and they define the concrete practices and tools you can use to manage Product Backlogs and release plans, all with the goal of making you a more successful Product Owner. Throughout, the authors share revealing personal experiences that illuminate obstacles to success and show how they can be overcome. Define success from the “outside in,” using external customer-driven measurements to guide development and maximize value Bring empowerment and entrepreneurship to the Product Owner’s role, and align everyone behind a shared business model Use Evidence-Based Management (EBMgt) to invest in the right places, make smarter decisions, and reduce risk Effectively apply Scrum’s Product Owner role, artifacts, and events Populate and manage Product Backlogs, and use just-in-time specifications Plan and manage releases, improve transparency, and reduce technical debt Scale your product, not your Scrum Use Scrum to inject autonomy, mastery, and purpose into your product team’s work Whatever your role in product management or agile development, this guide will help you deliver products that offer more value, more rapidly, and more often. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

**Agile and Lean Service-Oriented Development: Foundations, Theory, and Practice**

This book is a revised edition of the best selling title Implementing IT Governance (ISBN 978 90 8753 119 5). For trainers free additional material of this book is available. This can be found under the “Training Material” tab. Log in with your trainer account to access the material. In all enterprises around the world, the issues, opportunities and challenges of aligning IT more closely with the organization and effectively governing an organization’s IT investments, resources, major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management. An integrated and comprehensive approach to the alignment, planning, execution and governance of IT and its resources has become critical to more effectively align, integrate, invest, measure, deploy, service and sustain the strategic and tactical direction and value proposition of IT in support of organizations. Much has been written and documented about the individual components of IT Governance such as strategic planning, demand management, program and project management, IT service management, strategic sourcing and outsourcing, performance management, metrics, compliance and others. Much less has been written about a comprehensive and integrated approach for IT Governance. This title fills that need in the marketplace and offers readers structured and practical solutions using the best of the best practices available today. The book is divided into two parts, which cover the three critical pillars necessary to develop, execute and sustain a robust and effective IT governance environment: - Leadership, people, organization and strategy.- IT governance, its major component processes and enabling technologies. Each of the chapters also covers one or more of the following action-oriented topics: - the why and what of IT: strategic planning, portfolio investment management, decision authority, etc.; - the how of IT: Program/Project Management, IT Service Management (including ITIL); Strategic Sourcing and outsourcing; performance, risk and contingency management (including COBIT, the Balanced Scorecard etc.) and leadership, team management and professional competences.

**Management 4.0**

How do today’s most successful tech companies—Amazon, Google, Facebook, Netflix, Tesla—design, deploy, and develop the products that have earned the love of literally billions of people around the world? Perhaps surprisingly, they do it very differently than the vast majority of tech companies. In INSPIRED, technology product management thought leader Marty Cagan provides readers with a master class in how to structure
and staff a vibrant and successful product organization, and how to discover and deliver technology products that your customers will love—and that will work for your business. With sections on assembling the right people and skillsets, discovering the right product, embracing an effective yet lightweight process, and creating a strong product culture, readers can take the information they learn and immediately leverage it within their own organizations—dramatically improving their own product efforts. Whether you’re an early stage startup working to get to product/market fit, or a growth-stage company working to scale your product organization, or a large, long-established company trying to regain your ability to consistently deliver new value for your customers, INSPIRED will take you and your product organization to a new level of customer engagement, consistent innovation, and business success. Filled with the author’s own personal stories—and profiles of some of today’s most-successful product managers and technology-powered product companies, including Adobe, Apple, BBC, Google, Microsoft, and Netflix—INSPIRED will show you how to turn up the dial of your own product efforts, creating technology products your customers love. The first edition of INSPIRED, published ten years ago, established itself as the primary reference for technology product managers, and can be found on the shelves of nearly every successful technology product company worldwide. This thoroughly updated second edition shares the same objective of being the most valuable resource for technology product managers, yet it is completely new—sharing the latest practices and techniques of today’s most-successful tech product companies, and the men and women behind every great product.

INCOSE Systems Engineering Handbook

Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrumâ€™s building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time â€“ the agile way.

Managing and Leading Software Projects

AGILE PROJECT MANAGEMENT is a detailed guide to successfully applying Agile, Scrum, Kanban and Lean to your next project. Based on years of hands on experience implementing these proven techniques, the book walks through the details of building and Agile team and planning and executing an Agile project. It provides plenty of detail on various agile techniques and how they can complement traditional project management tools and methods. Whether you are a project manager, functional manager, team member, or stakeholder, the detailed guidance provided in this book will help you to successfully lead or support an Agile project.

INSPIRED

This book describes modern dynamic business process management (dynamic BPM), which is considerably different from traditional BPM from 20, 10, or even 5 years ago. It demonstrates why traditional BPM is not sufficient in the knowledge economy (KE), while also highlighting the opportunities provided by dynamic BPM – the form of management that practitioners and academics deal with on a daily basis. This involves mastering and implementing e.g. case management, process mining, and RPA, and integrating them with knowledge management. But more importantly, dynamic BPM makes full use of the dynamism of knowledge workers: the people who actually create innovative products and services tailored to the specific needs of clients. The book was primarily written for those managers who see advantageous opportunities amidst the ongoing changes. Accordingly, it focuses more on innovations emerging from practice than on theoretical, academic reflection. In addition to helping organizations operating in the KE to prepare for and implement process management, the book is intended as a source of inspiration for process management researchers and iPMS system vendors.

Project Management, Planning and Control

Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go through rapid and profound transformation due to the widespread adoption of agile methodologies. Those changes are likely to dramatically change the role of project managers in many environments as we have known them and raise the bar for the entire project management profession; however, we are in the early stages of that transformation and there is a lot of confusion about the impact this has on project managers: There are many stereotypes and misconceptions that exist about both Agile and traditional plan-driven project management. Agile and traditional project management principles and practices are treated as separate and independent domains of knowledge with little or no integration between the two and sometimes seen as in conflict with each other. Agile and “Waterfall” are thought of as two binary, mutually-exclusive choices and companies sometimes try to force-fit their business and projects to one of those extremes when the rightsolution is to fit the approach to the project. It’s no wonder that many Project Managers might be confused by all of this! This book will help project managers unravel a lot of the confusion that exists; develop a totally new perspective to see Agile and traditional plan-driven project management principles and practices in a new light as complementary to each other rather than competitive; and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation. There are many books on Agile and many books on traditional project management but what’s very unique about this book is that it takes an objective approach to help you understand the strengths and weaknesses of both of those areas and how they can work synergistically to improve project outcomes in any project. The book includes discussion topics, real world case studies, and sample enterprise-level agile frameworks that facilitate hands-on learning as well as an in-depth discussion of the principles behind both Agile and traditional plan-driven project management practices to provide a more thorough level of understanding.

Implementing Effective IT Governance and IT Management

"Mantle and Lichly have assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level. Their rules of thumb and coaching advice are great blueprints for new and experienced software engineering managers alike." — Tom Conrad, CTO, Pandora "I wish I’d had this material available years ago. I see lots and lots of ‘meat’ in here that I’ll use over and over again as I try to become a better manager. The writing style is right on, and I love the personal anecdotes." — Steve Johnson, VP, Custom Solutions, DigitalFish All too often, software development is deemed unmanageable. The news is filled with stories of projects that have run catastrophically over schedule and budget. Although adding some formal discipline to the development process has improved the situation, it has by no means solved
the problem. How can it be, with so much time and money spent to get software development under control, that it remains so unmanageable? In Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams, Mickey W. Mantle and Ron Lichty answer that persistent question with a simple observation: You first must make programmers and software teams manageable. That is, you need to begin by understanding your people—how to hire them, motivate them, and lead them to develop and deliver great products. Drawing on their combined seventy years of software development and management experience, and highlighting the insights and wisdom of other successful managers, Mantle and Lichty provide the guidance you need to manage people and teams in order to deliver software successfully. Whether you are new to software management, or have already been working in that role, you will appreciate the real-world knowledge and practical tools packed into this guide.

**Team Topologies**

Challenges in unpredictable markets, changing customer requirements, and advancing information technologies have lead to progression towards service oriented engineering and agile and lean software development. These prevailing approaches to software systems provide solutions to challenges in demanding business environments. Agile and Lean Service-Oriented Development: Foundations, Theory and Practice explores the groundwork of service-oriented and agile and lean development and the conceptual basis and experimental evidences for the combination of the two approaches. Highlighting the best tools and guidelines for these developments in practice, this book is essential for researchers and practitioners in the software development and service computing fields.

**Escaping the Build Trap**

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In Agile Project Management, Second Edition, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith’s new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition’s coverage includes: Understanding the agile revolution’s impact on product development Recognizing when agile methods will work in project management, and when they won’t Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Specify, Execute, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The “Agile Triangle”: measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

**What Drives Quality**

In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover: • Team patterns used by successful organizations. • Common team patterns to avoid with modern software systems. • When and why to use different team patterns • How to evolve teams effectively. • How to split software and align to teams.

**Agile Estimation Techniques and Innovative Approaches to Software Process Improvement**

The book is organized around basic principles of software project management: planning and estimating, measuring and controlling, leading and communicating, and managing risk. Introduces software development methods, from traditional (hacking, requirements to code, and waterfall) to iterative (incremental build, evolutionary, agile, and spiral). Illustrates and emphasizes tailoring the development process to each project, with a foundation in the fundamentals that are true for all development methods. Topics such as the WBS, estimation, schedule networks, organizing the project team, and performance reporting are integrated, rather than being relegated to appendices. Each chapter in the book includes an appendix that covers the relevant topics from CMII-DEV-v1.2, IEEE/ISO Standards 12207, IEEE Standard 1058, and the PMI® Body of Knowledge. (PMI is a registered mark of Project Management Institute, Inc.)

**Project Management for Dummies**

Flex your project management muscle Agile project management is a fast and flexible approach to managing all projects, not just software development. By learning the principles and techniques in this book, you’ll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You’ll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and Agile Project Management For Dummies can help you do just that. Providing a simple, step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

**Management 4.0**

Looks at a successful software project and provides details for software development for clients using object-oriented design and programming.

**Agile Project Management For Dummies**

Management 4.0 Handbook for Agile Practices, Release 2

Guide your project to success from initial idea to final delivery In today’s time-pressured, cost-conscious global business environment, tight project deadlines and high expectations are the norm. Projects are now the standard way of implementing change, and project management has become a vital skill for successful business professionals. Project Management For Dummies shows you how to succeed by focusing on what you need to deliver and then how to plan and control the project in order to deliver it. You will learn how to plan, keep the project on track, manage teams and control risk. You’ll even get some tips on software – including free stuff – that will make things easier for you. Who, What, and Why – understand the expectations of your project Laying the foundations – learn to build your plans with a sturdy structure from start to finish. The selection process – see how to get the very best from your teams. Get in the driving seat – learn to take control and steer your project to success. Open the book and find: Clear and simple explanation of powerful planning techniques. Ways to track progress and stay in control. How to identify and then control risk to protect your project. Why understanding your project’s stakeholders is key. How to use technology to up your game. Tips for writing a clear and convincing business case. Advice on being an effective leader. Techniques to help you work effectively with teams and specialists. Learn to: Motivate your teams to perform to their full potential. Plan, execute and deliver your projects with confidence. Stay in control to deliver on time, within budget and to the right quality.

The DNA of Strategy Execution

Agile is broken. Most Agile transformations struggle. According to an Allied Market Research study, “63% of respondents stated the failure of agile implementation in their organizations.” The problems with Agile start at the top of most organizations with executive leadership not getting what agile is or even knowing the difference between success and failure in agile. Agile transformation is a journey, and most of that journey consists of people learning and trying new approaches in their own work. An agile organization can make use of coaches and training to improve their chances of success. But even then, failure remains because many Agile ideas are oversimplifications or interpreted in an extreme way, and many elements essential for success are missing. Coupled with other ideas that have been dogmatically forced on teams, such as “agile team rooms”, and “an overall inertia and resistance to change in the Agile community,” the Agile movement is ripe for change since its birth twenty years ago. “Agile 2” represents the work of fifteen experienced Agile experts, distilled into Agile 2: The Next Iteration of Agile by seven members of the team. Agile 2 values these pairs of attributes when properly balanced: thoughtfulness and prescription; outcomes and outputs, individuals and teams; business and technical understanding; individual empowerment and good leadership; adaptability and planning. With a new set of Agile principles to take Agile forward over the next 20 years, Agile 2 is applicable beyond software and hardware to all parts of an agile organization including “Agile HR”, “Agile Finance”, and so on. Like the original “Agile”, “Agile 2”, is just a set of ideas - powerful ideas. To undertake any endeavor, a single set of ideas is not enough. But a single set of ideas can be a powerful guide.

Lean UX

The second edition of Agile Change Management provides essential tools to build change manager capabilities and ensure change initiatives are embedded effectively throughout the organization. This book is a comprehensive resource for creating a roadmap that is flexible and unique to each organization to manage any type of change initiative. Detailing all the processes, activities and information needed, from creating the right environment for change to completing iterative tasks, it shows how to respond to different needs as they arise, reducing the potential for wasted time and resources. The updated second edition features chapters on behavioural change and decomposition in planning iterations, and new material on prototyping for business needs and virtual leadership. Whether implementing a large-scale transformation or working through projects at micro-level, Agile Change Management provides tools, frameworks and examples necessary to adapt to and manage change effectively.

Agile Leadership Toolkit

Master IBM’s Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects. It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage. Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In Disciplined Agile Delivery, Scott W. Ambler and Mark Lines introduce IBM’s breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM), Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization’s unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. Disciplined Agile Delivery addresses agile practices across the entire lifecycle, from requirements, architecture, and development to delivery and governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems—from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors. Avoiding mistakes that drive poorly run agile projects to chaos. Effectively initiating an agile project. Transitioning as an individual to agile Incrementally building consumable solutions. Deploying agile solutions into complex production environments. Leveraging DevOps, architecture, and other enterprise disciplines. Adapting your governance strategy for agile projects. Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner—whether they’re seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process.

Disciplined Agile Delivery

Project Management, Planning and Control, Managing Engineering, Construction and Manufacturing Projects to PMI, APM and BSI Standards, Seventh Editions an established and widely recommended project management handbook. Building on its clear and detailed coverage of planning, scheduling and control, this seventh edition includes new advice on information management, including big data, communication, dispute resolution, project governance, and BIM. Ideal for those studying for Project Management Professional (PMP) qualifications, the book is aligned with the latest Project Management Body of Knowledge (PMBOK) for both the Project Management Institute (PMI) and the Association of Project Management (APM), and includes questions and answers to help users test their understanding. Includes new sections on data collection and use, including big data. Contains major updates to sections on governance, adjudication, BIM, and agile project management. Focused on the needs and challenges of project managers in engineering, manufacturing and construction, and closely aligned to the content of the APM and PMI ‘bodies of knowledge’. Provides project management questions and answers compiled by a former APM exam assessor.
The Professional Product Owner

There are many publications on PRINCE2. Most of these publications describe the theory of PRINCE2. This book however deals with a practical approach for formal reports: how it can be achieved that PRINCE2 works better in practice? The existing PRINCE2 report templates cannot be used easily. Of course the process approach in PRINCE2 remains viable, but in this book the PRINCE2 documents are the key. The reader gets a practical help for implementing PRINCE2. This helps project managers and project executives to manage and control in an efficient manner.

Agile Project Management

"This book helps new and experienced leaders develop the skills they need to be more effective in everything they do. It brings together the 100 most important leadership skills--as voted for by 15,000 managers and professionals worldwide--into a single volume, providing an easy-access solutions manual for people wanting to be the best manager they can be. Each chapter details a related group of skills, providing links to additional resources as needed, plus the tools you need to put ideas into practice. Read beginning-to-end, this guide provides a crash course on the essential skills of any effective manager; used as a reference, its clear organization allows you to find the solution you need quickly and easily"--

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